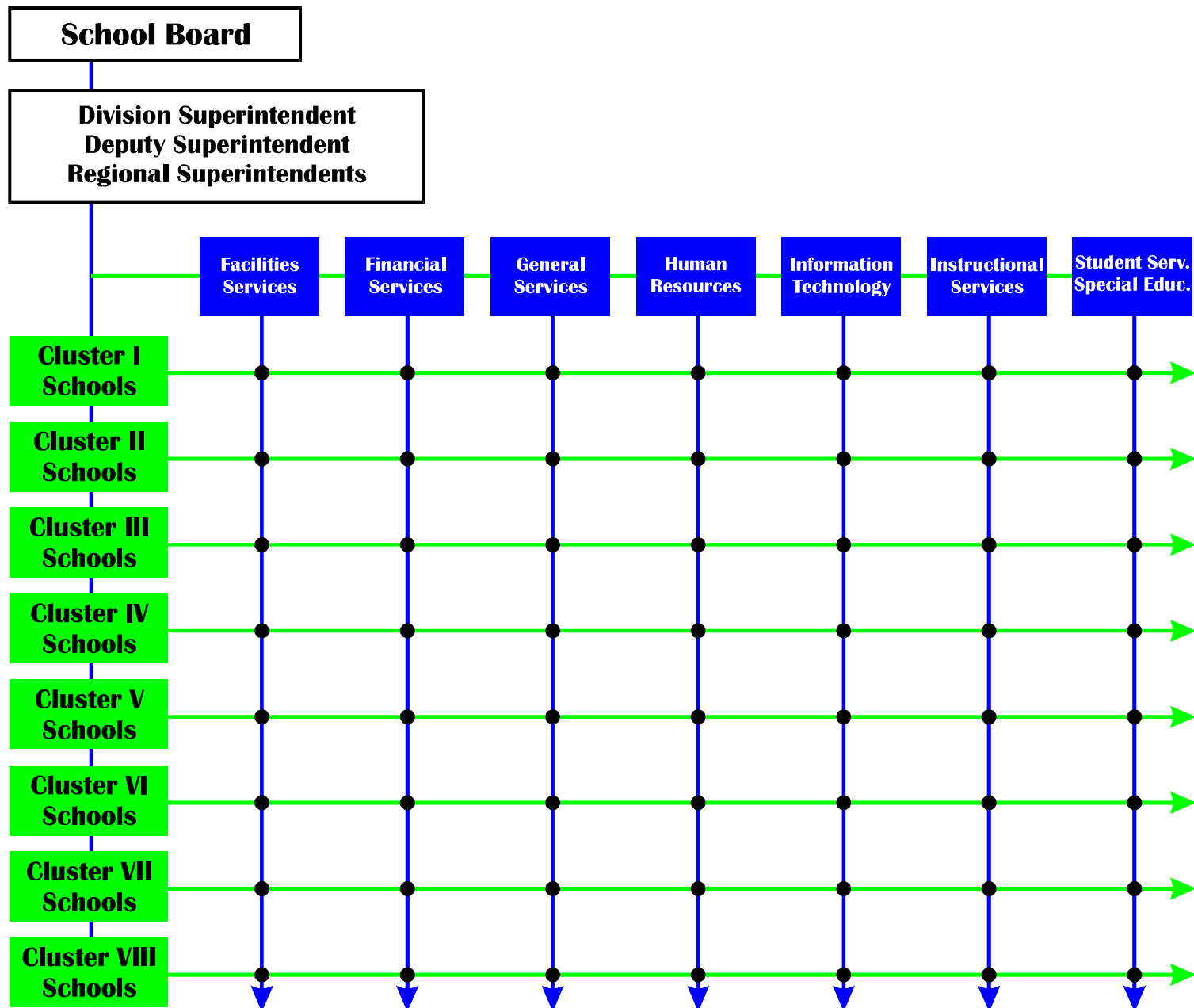

Unleashing the Power of Horizontal Teams at NOAA:

Avoiding Pitfalls and Achieving Success

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Matrix Organization and Management

Cross-functional teams cobbled together into a network of interfaces where vertical and horizontal chains share resources and pursue mutually reinforcing objectives.



School Board

**Division Superintendent
Deputy Superintendent
Regional Superintendents**

**Facilities
Services**

**Financial
Services**

**General
Services**

**Human
Resources**

**Information
Technology**

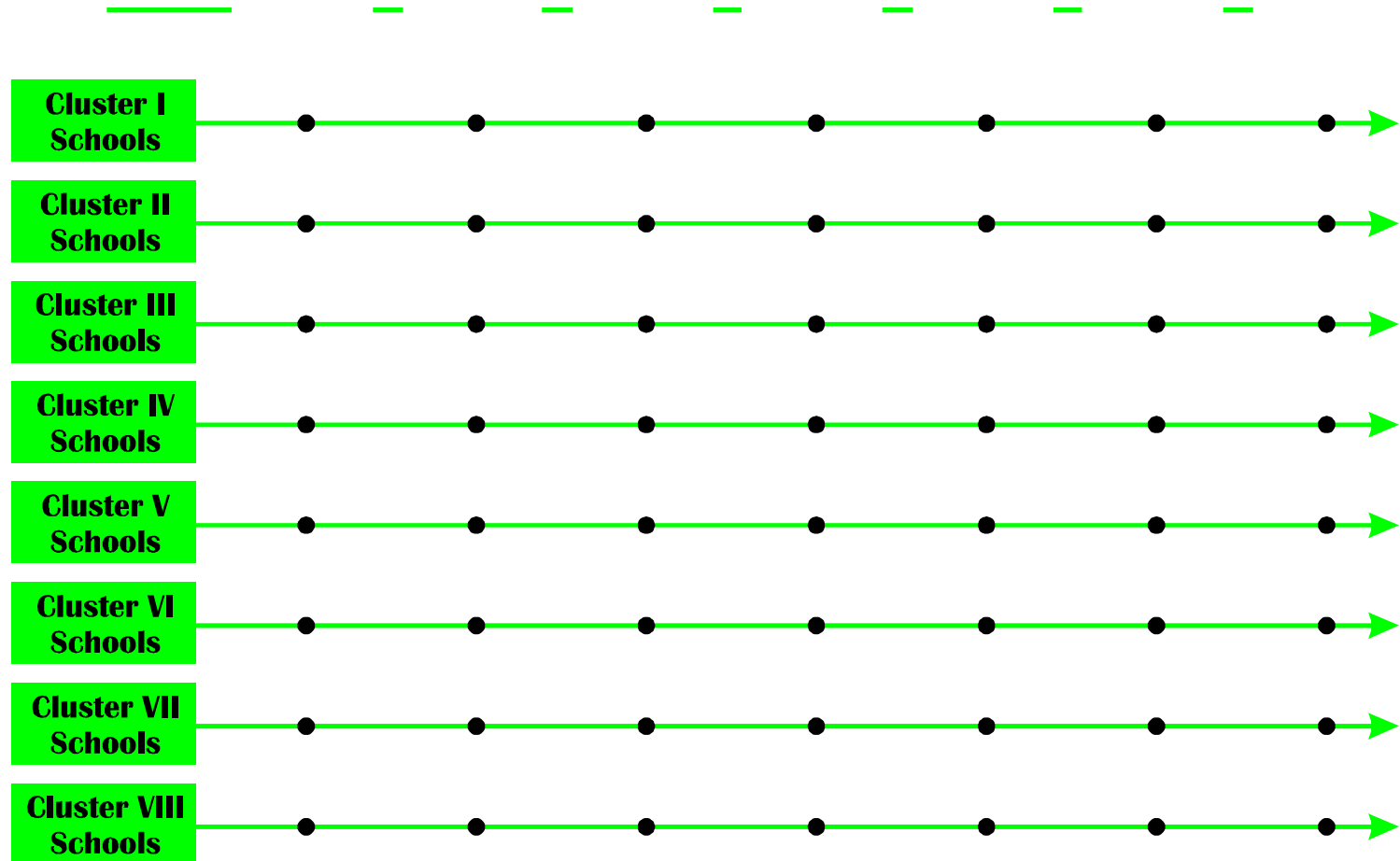
**Instructional
Services**

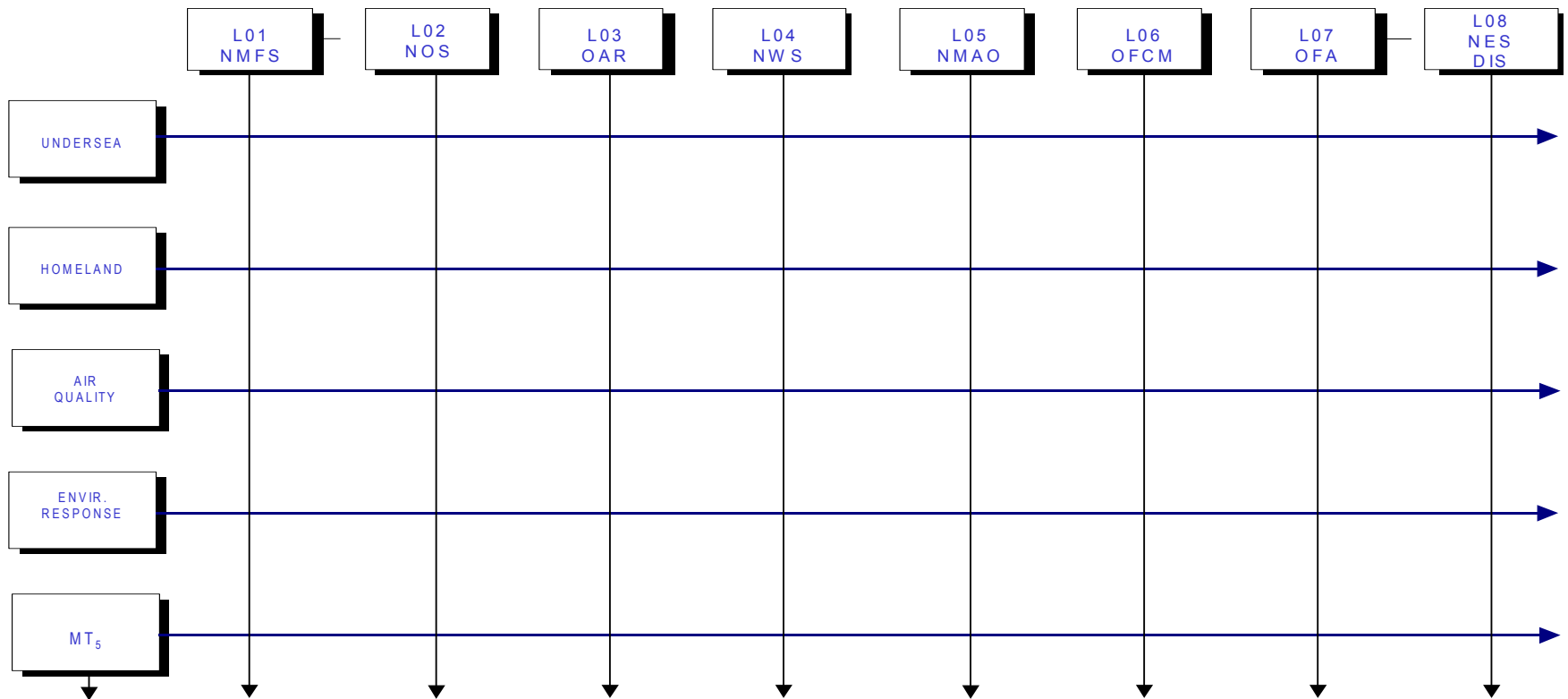
**Student Serv.
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School Board

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Regional Superintendents





NOAA Matrix Diagram

Understanding the Matrix

- Personnel are drawn from functional units to perform a specific project or task.
- The matrix team is built around **the purpose** to be accomplished rather than on the basis of functional similarity, or other traditional bases.

Characteristics of Cross-Functional Teams

- Focus on managing results, not on activities.
- Wider range of cross-functional skills.
- Greater decision-making authority.
- Each team member shares responsibility for outcomes.

Components of the Matrix

- The Traditional Vertical Management Chain
- Non-Traditional Horizontal Axis/Cross-Functional Team
- The Matrix **Interface**, where vertical and horizontal authority and responsibility find unified expression

Organizational Relationships

The management of matrix organizational relationships is multidimensional.

The Horizontal Leader relates —

- **Upward** to top management
- **Horizontally** to team members
- **Diagonally** to functional leaders

The Vertical Leader relates —

- **Upward** to top management
- **Vertically** to team members located in function
- **Diagonally** to horizontal leaders

Profile of Major Changes

The Vertical Leader –

- Must share decision-making that was once more autonomous, and may experience this as a loss of status, authority and control.
- As time goes by, functional managers adapt, finding role not only tolerable but more stimulating and challenging, particularly the complex people planning that must be done.
- Must balance needs of different business units in the organization and balance workloads to avoid excessive peaks and valleys.
- Learn to serve as well as to dictate and prove the function is the best available: There is a burden of proof in matrix that did not exist in the functional organization.

Profile of Major Changes (cont'd)

The Horizontal Leader —

- Knowledge about a business line and communications and relationship skills become more important than ever.
- A mix of reason and advocacy becomes essential: Bluster and threats are out.
- Stand up for requirements without developing a fatal reputation for overstating them.
- Search with peers for imaginative ways to share resources.
- Empathy with people in a number of functional areas is essential.

Challenges of Dual Group Membership — At the Interface

1. Build coalitions — work actively with your matrix leaders to win support.
2. Understand the alternative viewpoint's position to determine where trade-offs can be negotiated and where objectives overlap.
3. Avoid absolutes.
4. Negotiate to win support on key issues and yield on less critical points.
5. Maintain frequent contact with leadership to avoid surprises — communicate, communicate, communicate.
6. Prepare more thoroughly before entering negotiations than you would in a non-matrix situation.
7. Seek bilateral agreements.
8. Emphasize and play on the supportive role that the vertical and horizontal players can provide for the other.

Unity of Command... and the Interface

The matrix model is an *apparent* violation of the principle of **Unity of Command**, which states that one should receive orders from only one individual in the chain of command.

This apparent violation can be avoided by the use of the **Basic Matrix Role Dichotomy**.

The Basic Matrix Role Dichotomy

Horizontal Team Leader

- ❖ What is to be done?
- ❖ When will the task be done?
- ❖ Why will the task be done?
- ❖ How much money is available to do the task?
- ❖ How well has the total effort been done?

Vertical Functional Leader

- ❖ How will the task be done?
- ❖ Where will the task be done?
- ❖ Who will do the task?
- ❖ How well has the functional input been integrated into cross-functional team efforts?

To Be in the Game ... Success Requirements

- ***Communications Technology*** — everyone has access to and *uses* technology to enhance team communication.
- ***Managing Meetings*** — everyone plans and conducts effective meetings as a matter of habit.
- ***Conflict Resolution*** — everyone has and uses the ability to discuss and resolve differences with straight talk.
- ***Open Communications and Trust*** — everyone feels free to surface issues and express views.

Pitfalls to be Overcome

- Unclear roles, responsibilities, objectives and accountable performance metrics.
- “Dueling Priorities” when vertical and horizontal goals and objectives are not aligned.
- Key Result Areas/Critical Success Factors are unclear or uncommunicated.
- Lazy communications rather than rapid, “rifleshoot” communications.
- Unknown or unclear priorities.
- Unknown and/or unmanaged resource constraints.

Pitfalls to be Overcome (cont'd)

- The overarching theme: *Method, Not Magic*.
- Communication and clarity are the keys — not just top-down.
- Waiting for a from-above formula, rather than thinking and negotiating from where you are.
- Failing to recognize that the Matrix is *inherently unstable*.
- Matrix organization is more than matrix structure; it must be reinforced by:
 - *Matrix Systems*, such as dual sign-offs on objectives and performance appraisals.
 - *Matrix Leadership*, operating comfortably with lateral decision-making.
 - *Matrix Culture*, fostering open conflict management and an appropriate balance of power.

The Staff Interface

- The Make-or-Break Player in the Matrix:
The promise of the matrix resides here.
- The Interface Station requires carrying two portfolios at once:
 - It's not about X% time for the Vertical Boss and Y% time for the Horizontal Boss.
 - Carrying out a functional agenda on a cross-functional team and bringing the cross-functional agenda to the function.

The Staff Interface (cont'd)

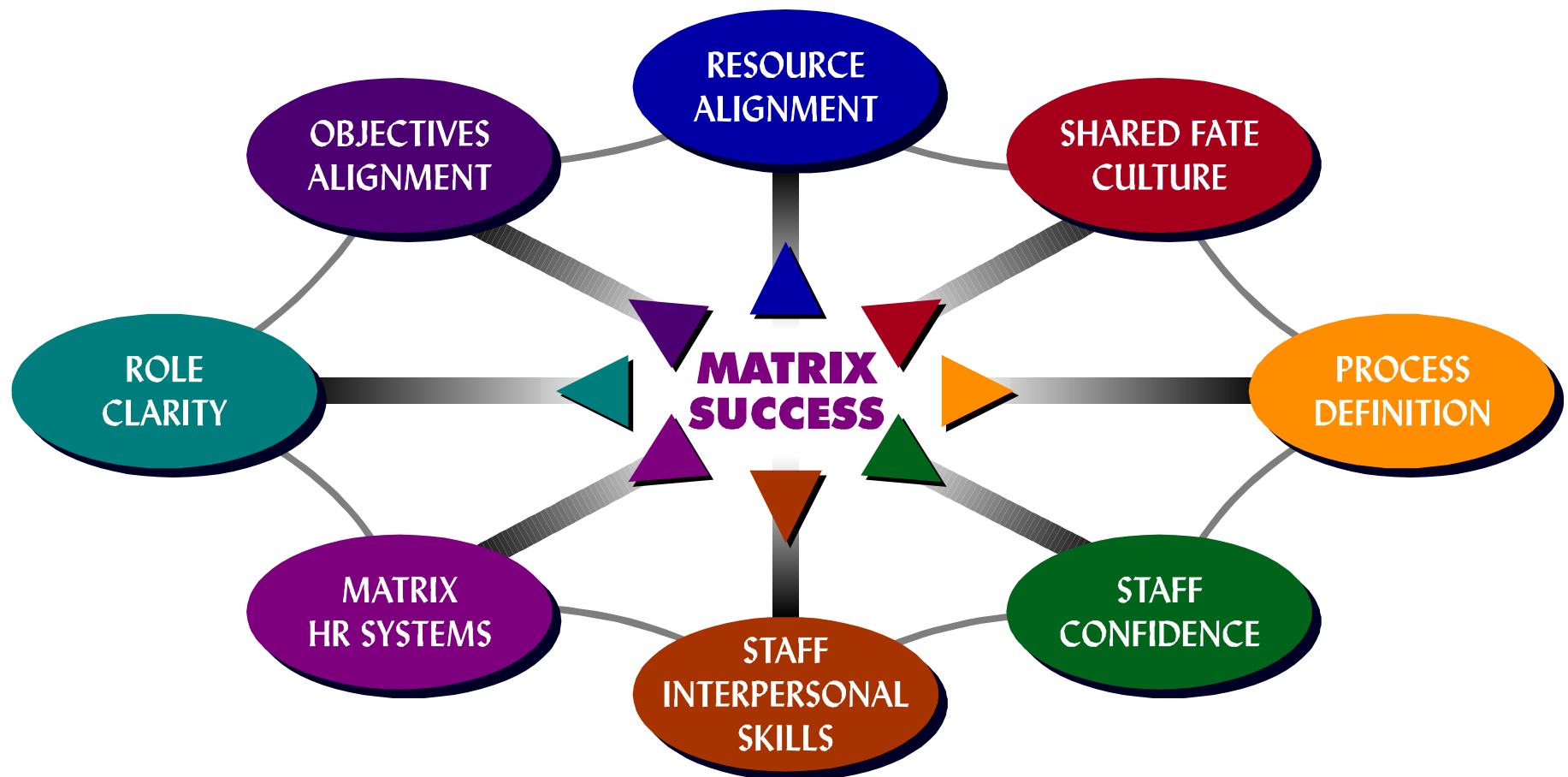
- Interface Staff Member manages significant issues and is responsible for knowing correct answers to the following questions and in influencing actionable decisions for the following:
 - Who performs what work? Who makes what decisions? With whom must I consult? Whom must I notify?
 - What is to be done?
 - Why is certain work to be done? How does my contribution serve corporate goals?
 - Where is the work to be done?
 - When is the work to be done? How are deadlines to be set? What is to be done when vertical and horizontal timelines are misaligned or conflicting?
 - How is work to be performed, meaning using what procedures? How well must the work be performed?
- Unsure? Uncomfortable? Call a 1-on-1 or 2-on-1 Meeting!

The Blend of Independence and Connection—At the Interface

1. Understand the alternative viewpoint's position to determine where trade-offs can be negotiated and where objectives overlap.
2. Avoid absolutes.
3. Negotiate to win support on key issues and yield on less critical points.
4. Maintain frequent contact with leadership to avoid surprises — communicate, communicate, communicate.
5. Prepare more thoroughly than you would in a non-matrix situation.
6. Strike bilateral agreements.
7. Emphasize and play on the supportive role that the vertical and horizontal players can provide for the other.

Strategic Futures®

Matrix Success Leadership Model



Vertical and Horizontal Health Criteria

- Common goals and objectives
- Contributions of all team members
- Utilization of resources
- Accountability
- Trust and conflict
- Shared leadership
- Open communications
- Effective control and procedures
- Effective problem-solving and decision-making
- Experimentation/creativity